

Ref #	Hits	Search Query	DBs	Default Operator	Plurals	Time Stamp
S23	163	705/11.ccls.	USPAT	OR	OFF	2005/12/22 14:46
S22	40	705/11.cor.	USPAT	OR	OFF	2005/12/22 14:46
L6	178	705/11.ccls.	USPAT	OR	OFF	2005/12/22 14:46
L5	43	705/11.cor.	USPAT	OR	OFF	2005/12/22 14:46
S34	1	((leaving or attrition or quitting) with (compensation or salary or pay)) and employee and budget	USPAT	OR	OFF	2005/12/20 13:40
S33	46	((leaving or attrition or quitting) with (compensation or salary or pay)) and risk	USPAT	OR	OFF	2005/12/20 13:40
S32	0	(leaving or attrition or quitting) with (compensation or salary or pay) with (planning or plan or decision)	USPAT	OR	OFF	2005/12/20 13:37
S31	327	(leaving or attrition or quitting) with (compensation or salary or pay)	USPAT	OR	OFF	2005/12/20 13:37
S30	61	(risk with (leaving or attrition or quitting)) and (compensation or salary or pay)	USPAT	OR	OFF	2005/12/20 13:37
S29	2	risk with (leaving or attrition or quitting) with (compensation or salary or pay)	USPAT	OR	OFF	2005/12/20 13:31
S1	3698	((evaluat\$ or assess\$ or perform\$) near data) and (salary or stock or award or promotion)	USPAT	OR	OFF	2005/12/20 12:56

JD
12-22-05

FULLTEXT1 is set ON as an alias for 15,16,148,160,275,621
FULLTEXT2 is set ON as an alias for
9,20,476,610,613,624,634,636,810,813
NONFULLTEXT is set ON as an alias for
2,35,65,77,99,233,256,474,475,583, 8,
94, 6, 34, 434, 7
CUST1 is set ON as an alias for CUSTOMER? ? OR CONSUMER? ? OR
PURCHASER? ?
OR BUYER? ? OR PATRON? ? OR SHOPPER? ? OR CLIENT? ?
* * *

SYSTEM:HOME

Cost is in DialUnits

Menu System II: D2 version 1.7.9 term=ASCII

*** DIALOG HOMEBASE(SM) Main Menu ***

Information:

1. Announcements (new files, reloads, etc.)
2. Database, Rates, & Command Descriptions
3. Help in Choosing Databases for Your Topic
4. Customer Services (telephone assistance, training, seminars,
etc.)
5. Product Descriptions

Connections:

6. DIALOG(R) Document Delivery
7. Data Star(R)

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/H = Help

/L = Logoff

/NOMENU = Command Mode

Enter an option number to view information or to connect to an online
service. Enter a BEGIN command plus a file number to search a
database

(e.g., B1 for ERIC).

?

Terminal set to DLINK

*** DIALOG HOMEBASE(SM) Main Menu ***

Information:

1. Announcements (new files, reloads, etc.)
2. Database, Rates, & Command Descriptions
3. Help in Choosing Databases for Your Topic
4. Customer Services (telephone assistance, training, seminars,
etc.)
5. Product Descriptions

Connections:

6. DIALOG(R) Document Delivery
7. Data Star(R)

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/H = Help

/L = Logoff

/NOMENU = Command Mode

Dialog Search
12-22-05
JL

Enter an option number to view information or to connect to an online service. Enter a BEGIN command plus a file number to search a database (e.g., B1 for ERIC).
? b fulltext1, fulltext2

20dec05 13:41:52 User268077 Session D291.1
\$0.00 0.228 DialUnits FileHomeBase
\$0.00 Estimated cost FileHomeBase
\$0.02 TELNET
\$0.02 Estimated cost this search
\$0.02 Estimated total session cost 0.228 DialUnits

SYSTEM:OS - DIALOG OneSearch

File 15:ABI/Inform(R) 1971-2005/Dec 20
(c) 2005 ProQuest Info&Learning
File 16:Gale Group PROMT(R) 1990-2005/Dec 20
(c) 2005 The Gale Group
File 148:Gale Group Trade & Industry DB 1976-2005/Dec 20
(c)2005 The Gale Group
File 160:Gale Group PROMT(R) 1972-1989
(c) 1999 The Gale Group
File 275:Gale Group Computer DB(TM) 1983-2005/Dec 20
(c) 2005 The Gale Group
File 621:Gale Group New Prod.Annou.(R) 1985-2005/Dec 20
(c) 2005 The Gale Group
File 9:Business & Industry(R) Jul/1994-2005/Dec 19
(c) 2005 The Gale Group
File 20:Dialog Global Reporter 1997-2005/Dec 20
(c) 2005 Dialog
File 476:Financial Times Fulltext 1982-2005/Dec 21
(c) 2005 Financial Times Ltd
File 610:Business Wire 1999-2005/Dec 20
(c) 2005 Business Wire.
***File 610: File 610 now contains data from 3/99 forward.**
Archive data (1986-2/99) is available in File 810.
File 613:PR Newswire 1999-2005/Dec 20
(c) 2005 PR Newswire Association Inc
***File 613: File 613 now contains data from 5/99 forward.**
Archive data (1987-4/99) is available in File 813.
File 624:McGraw-Hill Publications 1985-2005/Dec 19
(c) 2005 McGraw-Hill Co. Inc
***File 624: Homeland Security & Defense and 9 Platt energy journals added**
Please see HELP NEWS624 for more
File 634:San Jose Mercury Jun 1985-2005/Dec 18
(c) 2005 San Jose Mercury News
File 636:Gale Group Newsletter DB(TM) 1987-2005/Dec 20
(c) 2005 The Gale Group
File 810:Business Wire 1986-1999/Feb 28
(c) 1999 Business Wire
File 813:PR Newswire 1987-1999/Apr 30
(c) 1999 PR Newswire Association Inc

Set	Items	Description
S1	12266	RISK AND (ATTRITION OR LEAVING OR QUITTING) AND (COMPENSAT- ION OR SALARY OR PAY) AND BUDGET
S2	2469	RISK (S) (ATTRITION OR LEAVING OR QUITTING) (S) (COMPENSAT- ION OR SALARY OR PAY)
S3	218	((RISK OR LIKLIHOOD) (3N) (ATTRITION OR LEAVING OR QUITTIN- G)) (S) (COMPENSATION OR SALARY OR PAY)
S4	94	S3 NOT PY>2001
S5	28	S4 AND EMPLOYEE?
S6	28	Sort S5/ALL/PY

? t s6/3,k/all

6/3,K/1 (Item 1 from file: 148)
 DIALOG(R)File 148:Gale Group Trade & Industry DB
 (c)2005 The Gale Group. All rts. reserv.

01894180 SUPPLIER NUMBER: 02955538 (USE FORMAT 7 OR 9 FOR FULL TEXT)
Horatio Alger stories: they still happen in the 1980's.
 Davidson, Joanne
 U.S. News & World Report, v95, p63(1)
 Oct 3, 1983
 CODEN: XNWRA ISSN: 0041-5537 LANGUAGE: ENGLISH RECORD TYPE:
 FULLTEXT
 WORD COUNT: 554 LINE COUNT: 00040

... hanger to become stock boy for an electronics firm. It meant an \$800-a-month pay cut. Then his wife learned she was pregnant and had to leave her teaching job...

...DESCRIPTORS: Officials and employees ;

6/3,K/2 (Item 2 from file: 148)
 DIALOG(R)File 148:Gale Group Trade & Industry DB
 (c)2005 The Gale Group. All rts. reserv.

04779321 SUPPLIER NUMBER: 09238903 (USE FORMAT 7 OR 9 FOR FULL TEXT)
Taiwan; gateway to the East. (Advertising Section on Taiwan)
 Inc., v12, n8, p97(8)
 August, 1990
 ISSN: 0162-8968 LANGUAGE: ENGLISH RECORD TYPE: FULLTEXT
 WORD COUNT: 4688 LINE COUNT: 00378

... walk-up apartment. Today, Acer is one of Taiwan's largest corporations, with over 5000 employees , 1989 sales of \$700 million (55% under its own brand), and offices worldwide. Its strategic...remains a firmly rooted value. Humble someone in the presence of his colleagues,

and
you **risk** leaving deep wounds that may be hard to repair.
Familiarize yourself with the nuances of local...

6/3,K/3 (Item 3 from file: 15)
DIALOG(R)File 15:ABI/Inform(R)
(c) 2005 ProQuest Info&Learning. All rts. reserv.

00552958 91-27315
Risk Managers Hit Hard by Recession
Katz, David M.
National Underwriter (Property/Casualty/Employee Benefits) v95n20
PP: 1,
16-17 May 20, 1991
ISSN: 0898-8897 JRNL CODE: NUN

ABSTRACT: The recession is hitting corporate management hard, claiming the
jobs of many **risk** managers and leaving survivors with heavier
workloads, according to Bill Perry, president of Logic Associates. As
evidence of...

...Orleans, Louisiana. Perry said that some risk managers are still
doing
well in terms of **compensation** despite the recession. Logic
Associates'
1990 Risk Management **Salary** Survey showed that the highest risk
compensation package was an annual **salary** of \$175,000 plus benefits
worth \$15,000. Other findings include: 1. Of the 40% of respondents
who
indicated some change in their **employee** benefits, 62% said that their
benefits were decreased last year. 2. Of the 76% of...

6/3,K/4 (Item 4 from file: 16)
DIALOG(R)File 16:Gale Group PROMT(R)
(c) 2005 The Gale Group. All rts. reserv.

02580000 Supplier Number: 43425407 (USE FORMAT 7 FOR FULLTEXT)
Health Care Reform School
Financial Services Week, pI8
Nov 2, 1992
Language: English Record Type: Fulltext
Document Type: Magazine/Journal; Trade
Word Count: 1589

... approximately 85% of the U.S. employment force works at firms
with
100 or fewer **employees**, according to a 1992 study by the **Employee**
Benefit Research Institute, Washington. But the exception to the rule
is
health insurance, which relatively few insurance companies sell to
groups
of fewer than 25 **employees**.

The small-group health market is fraught with problems that are
attracting a variety of...

...small-group health insurance reform is access, more specifically the availability of insurance to every **employee** who wants it. Insurance practices such as health underwriting may seem to prevent many **employees**

from getting health insurance, but Howard Bolnick, president of Celtic Life

Insurance Co., Chicago, sees...

...costs of health care were lower. Today, however, 20-year-olds do not want to **pay** the costs associated with insuring 60-year-olds, and rural

insureds do not want to **pay** the costs for urban insureds. So lower-risk

rural dwellers and 20-year-olds go without health insurance, **leaving** only

the higher- **risk** insureds, which generates yet another cycle of higher premium costs.

The insurance industry and government...

...whose company is a major provider of health insurance to businesses with

fewer than 25 **employees**. 'When you open up the risk pool and bring in unhealthy people, it's going...

...care plan, up dramatically from 0.3% in 1982. Unfortunately, few firms

with under 25 **employees** were offering managed care, and those that did

had higher-than-average co-payment rates. **Employees** who work for smaller

firms typically experience higher annual deductibles but lower out-of-pocket maximums than **employees** in larger firms, according to the

HIAA.

Insurers are also 'working hard to keep claims...health care reform legislation.

'One trend is to structure small-group health plans to allow **employees** to decide on costs,' says Nelsen. A medical plan, for instance,

may allow an **employee** to choose between a provider within a managed network or an outside provider at a higher cost. 'The **employee** then learns the idea of cost control,' Nelsen says.

Some companies have altered small-group...

...that all small-business groups can buy health insurance regardless of

the health of their **employees**.

Following the lead of trade groups like the HIAA, forward-looking insurance professionals are working...

...continues. 'Design flaws can easily increase costs and further decrease

availability of health insurance to **employees** of small businesses.'

By LYNDA HARRIS

6/3,K/5 (Item 5 from file: 16)
DIALOG(R)File 16:Gale Group PROMT(R)
(c) 2005 The Gale Group. All rts. reserv.

02422185 Supplier Number: 43189299 (USE FORMAT 7 FOR FULLTEXT)
The Next Stage Of Branch Sales
Bank Technology News, p4
August, 1992
Language: English Record Type: Fulltext
Document Type: Magazine/Journal; Trade
Word Count: 1724

... teller and platform personnel are supported with extensive sales training programs.

At these training sessions, **employees** are alerted to Fleet's bonus plans and performance appraisals, 'so there are no misunderstandings...

...prior retail sales experience.

In the process of creating a sales culture, Teske says some **employees** have been turned off and complained that sales is not what they were hired for...

...indicate, banks are stepping up their efforts to hire more sales-oriented personnel and revamp **salary** and commission structures. Of course, it can be costly to do that. There's also the **risk** of trained salespeople **leaving** the bank for more lucrative sales jobs.

Technology that goes beyond the product descriptions, customer...

6/3,K/6 (Item 6 from file: 148)
DIALOG(R)File 148:Gale Group Trade & Industry DB
(c)2005 The Gale Group. All rts. reserv.

05895878 SUPPLIER NUMBER: 12328959 (USE FORMAT 7 OR 9 FOR FULL TEXT)
Consciousness raising in the land of the rising sun. (Panel Discussion)
Business and Society Review, n81, 64-69
Spring, 1992
DOCUMENT TYPE: Panel Discussion ISSN: 0045-3609 LANGUAGE: ENGLISH
RECORD TYPE: FULLTEXT; ABSTRACT
WORD COUNT: 3247 LINE COUNT: 00246

... are also examining how they fit into the ethical scheme of things.

KURAMITSU: Years ago, **employees** in Japanese companies used to serve in the same way that samurai served their clans...

...been a sort of pseudointimate relationship, in which obligations are fulfilled within an inner circle. **Employees** could presume upon their superiors' good will and then be forgiven, and obligations could be...

...enough to understand exactly what they want and act accordingly.
This
has been the ideal **employee** . But as long as this type of relationship
exists, there is no room for an...we live.

Sometimes one hears business executives say such things as, "Be a
good company **employee** and a good member of society at the same time,"
or,
"Try to maintain a...

...actual fact company doctrine and organization are the deciding
factors.

LETTER OF THE LAW

KIRIMURA: **Employees** know what kind of people have been chosen
as
leaders, and as members of the...

...after money, even if it is barely on this side of the law, lower-
echelon

employees will soon pick up on this attitude.

About the time the bubble economy burst, comments...that kind of
courage. Most people fear losing their jobs: "I still have debts to
pay

-- what would I do if I am fired?"

KURAMITSU: But there is a growing number...

...KIRIMURA: As a part of the business organization it might be
difficult.

From the moment **employees** enter a company, they are sucked into its
current. In the case of a large...in. In Japan today an enterprise
chooses
its top executives, and groups of closely knit **employees** follow them.
Society as a whole keeps a watch: If a company goes astray, everyone...

...individuals a good opportunity to reexamine their relationship with
their companies. In the final analysis, **employees** are at work from
morning to night, and do not have much chance to think...

6/3,K/7 (Item 7 from file: 15)

DIALOG(R) File 15:ABI/Inform(R)

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00778959 94-28351

Plans to integrate work comp care with health reforms spark concern

Fletcher, Meg

Business Insurance v27n45 PP: 71 Nov 1, 1993

ISSN: 0007-6864 JRNL CODE: BIN

ABSTRACT: Thus far, the Clinton administration has formally recommended
only integration of workers **compensation** medical care with health
care
reform, **leaving** separate the **risk** financing system that is designed
to
reward safe employers with lower premiums. Workers **compensation**
would
still be a stae-based system, but the proposal would override

choice-of-provider laws that give preference, depending on the state, to **employees** or insurers/employers. The proposal calls for injured workers to receive non-emergency care for...

6/3,K/8 (Item 8 from file: 16)
DIALOG(R)File 16:Gale Group PROMT(R)
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03814727 Supplier Number: 45443201 (USE FORMAT 7 FOR FULLTEXT)
Employers' Liability in the United Kingdom: The elimination of unlimited

employer's liability coverage in the United Kingdom is forcing companies

to adjust to n
Risk Management, p107
April, 1995
Language: English Record Type: Fulltext
Document Type: Magazine/Journal; Trade
Word Count: 1787

... K.) are beginning to understand why their U.S. counterparts are seemingly obsessed with workers' **compensation**. Risk managers have had a busy few months following the announcement by insurers that as...

...be removed. A cap of (pound)10 million per occurrence was introduced on January 1, **leaving risk** managers with the task of assessing for the first time exactly how much EL insurance...

...where management, with or without regulation, is concerned with the health and safety of their **employees**."

One benefit of the cap and the increasing cost of EL insurance has risk managers...

...the most important tool in reducing losses. Thus, it is important to explain to both **employees** and management why health and safety is so important. Liz Taylor, group risk manager at...view in the United States.

"The first question asked in the United States following an **employee** injury is how can we get the person back to work, and what can we...

...the United Kingdom, which works on the basis of a litigious confrontation between employer and **employee**, is the only system of its kind in the world. Geoff Saunders, risk management advisor...

...only be reduced substantially when health and safety is taken seriously by employers and their **employees**. The problem in the United Kingdom is that many companies are only interested in compliance...

...are talking this on board. In the long run, with EL insurance

becoming
more expensive, **employees** becoming more litigious and the burden of
employee sickness costs being passed to employers by government,
companies, will be compelled to look to...

6/3,K/9 (Item 9 from file: 15)
DIALOG(R)File 15:ABI/Inform(R)
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01012386 96-61779
Employers' liability in the United Kingdom
Dowding, Tony
Risk Management v42n4 PP: 107-110 Apr 1995
ISSN: 0035-5593 JRNL CODE: RMT
WORD COUNT: 1771

...TEXT: K.) are beginning to understand why their U.S. counterparts
are
seemingly obsessed with workers' **compensation** . Risk managers have had
a
busy few months following the announcement by insurers that as...

...would be removed. A cap of L10 million per occurrence was introduced
on
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...where management, with or without regulation, is concerned with the
health and safety of their **employees** ."

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by employers and their **employees** . The problem in the United Kingdom
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...are taking this on board. In the long run, with EL insurance
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more expensive, **employees** becoming more litigious and the burden of
employee sickness costs being passed to employers by government,
companies
will be compelled to look to...

6/3,K/10 (Item 10 from file: 148)
DIALOG(R)File 148:Gale Group Trade & Industry DB
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07922102 SUPPLIER NUMBER: 16978449 (USE FORMAT 7 OR 9 FOR FULL
TEXT)

Employers' liability in the United Kingdom.

Dowding, Tony

Risk Management, v42, n4, p107(3)

April, 1995

ISSN: 0035-5593 LANGUAGE: ENGLISH RECORD TYPE: FULLTEXT

WORD COUNT: 1913 LINE COUNT: 00151

... be removed. A cap of 10 million pounds| per occurrence was
introduced on January 1, **leaving risk** managers with the task of
assessing for the first time exactly how much EL insurance...

...where management, with or without regulation, is concerned with the
health and safety of their **employees** ."

One benefit of the cap and the increasing cost of EL insurance has
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more expensive, **employees** becoming more litigious and the burden of
employee sickness costs being passed to employers by government,
companies
will be compelled to look to...

6/3,K/11 (Item 11 from file: 636)
DIALOG(R)File 636:Gale Group Newsletter DB(TM)
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03324011 Supplier Number: 46832545 (USE FORMAT 7 FOR FULLTEXT)
Occupational Risk Workers Comp Protection Urged for Medical Students
Hepatitis Weekly, pN/A

Oct 28, 1996

Language: English Record Type: Fulltext
Document Type: Newsletter; Professional Trade
Word Count: 397

... ambiguous occupational status, infected medical students may fall through the normal safety net of workers' **compensation** and private insurance, **leaving** them at **risk** of financial destitution in the face of a debilitating illness," wrote Patricia M. Tereskerz, Dr...

...they are not covered," the authors wrote.

Many workers' compensation laws have said that an **employee** injured on the job cannot bring a private suit to recover damages when the employer
...

6/3,K/12 (Item 12 from file: 15)
DIALOG(R)File 15:ABI/Inform(R)
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01381485 00-32472

Sexual harassment in employment: Recent judicial and arbitral trends
Aeberhard-Hodges, Jane
International Labour Review v135n5 PP: 499-533 1996
ISSN: 0020-7780 JRNL CODE: BOU
WORD COUNT: 17680

...TEXT: Men and Women of 24 June 1994, in section 10, comprises several Acts including the **Employee** Protection Act to safeguard the dignity of women and men by protecting against sexual harassment...

...tabled in Cabinet in 1995; they were to include protection of the dignity of all **employees** against unacceptable behaviour, including sexual harassment.

Switzerland, where the Federal Act on Equality between Women...the non-renewal of the recipient's contract was equivalent to the resignation of the **employee** and did not amount to unjustified or constructive dismissal. Likewise in Chile, the Supreme Court...

...from post (even though the appeal court acknowledged that the absence was linked to the **employee** 's membership of the anti-harassment committee).10

And yet, in Belgium, in a 1991...section entitled "Terms and conditions of employment", recommended policies and action so as to protect **employees**

against harassment or pressure on the basis of their particular group or sex in any...VII protection against repeated verbal and physical advances on the part of supervisors against female **employees** (Barnes v. Train, Corne and De Vane v. Bausch & Lomb, Inc. and Barnes v. Costle...

...the District of Columbia Circuit Court of Appeal, however, held that dismissal of a female **employee** for refusing sexual advances did amount to sexual discrimination because it adversely affected a job condition. Introducing the famous "but for her womanhood" test (but for the female **employee**'s sex her participation in sexual activities would never have been solicited), the Court of...does not give an employer an unencumbered right to terminate the employment relationship of an **employee**. Hamilton and Veglahn summed up the decision thus: "The court clearly indicates that due process...

...against harassment. On reversing that decision, the Court of Appeals held, first, that the female **employee** should not have been required to present evidence of actual, rather than threatened, economic loss...

...quid pro quo sexual harassment; and that imposing actual economic loss in cases where the **employee** submits to the supervisor's unwelcome sexual overtures places an undue emphasis on the victim...

...Some commentators refer to this decision as proof of the need for employers' comprehensive educational **employee** workshops on how to avoid sexual harassment (Brown and Codey, 1994).

At this juncture it...surely not discrimination on the basis of sex if the propositions are distributed indiscriminately among **employees** of both sexes".⁴⁷ Aggarwal suggests that courts examining these facts in a human rights...4) of the Irish Employment Equality Act, 1977. However, when deciding the sum of its **compensation** award, the Labour Court took into account her "imprudence" in **leaving** herself at **risk** by not seeking outside help before bringing the case to court.

A spate of sexual...

...a factual situation where the manager of the enterprise was regularly spying on the women **employees** through peepholes hidden in the wall between the men's and women's toilets.' In...

...by female judges), the Madrid labour courts declared null and void the

dismissals of female **employees** where the employer companies involved had not proved that dismissal was for a reason other...

...the initial compensation order, and partly rejected the counter appeal of the undertaking that its **employee** alone was to blame according to the law of vicarious liability established under the Civil...employer is responsible for acts actually authorized by him and also for the way the **employee** performs those acts. However, in *Balgobin & others v. London Borough of Tower Hamlets* 71 the...

...employer could prove that he took such steps as were reasonably practicable to prevent his **employee** from acting in violation of the Sex Discrimination Act, 1975.

The United Kingdom courts' approach...president to pay 1.5 million yen in damages to a 19-year-old female **employee** whom he had pestered for sexual favours. This is the first time a Japanese woman...

...was harsh and unjust, and thus contrary to the Industrial Relations Act, 1988, since the **employee** had not been provided with any education on sexual harassment. Other reasons for this decision...

...States and Canada, where respect for due process overrides punishment of a harasser. Interestingly, the **employee**'s trade union, in a meeting with the employer over the incident, had threatened industrial...

...was dismissed. Moreover, it emerged in the trial that the employer's staff handbook for **employees** did state that sexual harassment was unlawful and would not be tolerated, but the Court...

...Pty Ltd. & Another⁷⁷ found the company vicariously liable for the offensive words and actions of its **employee**, the harasser of a female job applicant, and found the **employee** guilty under the Queensland Anti-Discrimination Act, 1991, since the facts (his luring the applicant...

...presentation of her case on this issue; the award against both the company and the **employee** amounted to a mere \$3,000 Australian dollars for hurt and humiliation. In a judgement...

...taken by the Anti-Discrimination Commissioner in a sexual harassment complaint lodged by a female **employee** against her employer, a bookshop company, and two of the company directors. This is another...of the Human

Rights Office in resolving allegations of sexual harassment made by a female **employee** against a coworker, a man with whom she was required to a work in a...

...response, as was the company, and the company made it clear to the alleged harasser **employee** that if other allegations were made in the future more serious action would be taken...hostile environment types. While placing a duty on the employing firm to ensure that its **employees** are not subjected to such treatment, the Court left to management the task of setting the standard of conduct for **employees**. Halfkenny (1995) points out that since management is usually male, the standard of conduct thus set might not reflect the interests of female **employees**. A recent arbitration decision - Pick'n Pay Stores Ltd. and an individual 88 - attempted to...

...and ordered the company to reinstate him and to issue an internal circular to all **employees** outlining its future policy on sexual harassment in the workplace. In Lynne Martin-Hancock v discrimination in the employer's practice of allowing female **employees** to leave work a few minutes early so as to avoid the crush at the...

...long struggle to gain workplace equality because, in an effort to avoid spurious charges, male **employees** would minimize any contact with female **employees**. What is clear is that a balance is needed so that sexual harassment law and...any case, regardless of whether the harassment was committed by supervisors, co-workers or non- **employees**. In some countries the laws are scrupulous on this: section 41(1) of the United...

...legislative provisions in question are drafted in terms of the employer's responsibility to the **employees**. In tort, persons are responsible for their own actions but vicarious liability has been successfully...

...enforcement and penalties. In the United States, the use of workers' compensation provisions leaves the **employee** without a remedy because most victims have negligible or no medical expenses and no loss...to mitigate or eliminate any hazard or potential hazard to the safety or health of **employees** (section 8(2)(b)).

Footnote:

6 Equal Opportunities Review (London), No. 51, Sep.-Oct. 1993...1985, pp. 85-95. Section 6 states: "Sexual harassment at the workplace is

detrimental
to **employees** ' working conditions and to employment and promotion
prospects. Policies for the advancement of equality should...

...assaults on studeother members of the community, sexual blackmail
and
demanding sexual favours from subordinate **employees** or colleagues in
return for continuing employment.

29 See United Nations: Report of the Fourth...

...cover sexual harassment, in cases where the employer misrepresents
the
workplace environment to a prospective **employee** .

Footnote:

31 Respectively, 13 Fair Employment Practice Case (BNA) 123 D.C.C. of
9...

...Canadian Federal Labour Code, Division XV.1 of Part III, makes it
clear
that the **employee** has the right to employment free of sexual
harassment,
and requires the employer to take...Labour-Management Relations Series,
No.
82. Geneva, ILO.

Brown, Steven D.; Codey, H. Carey. 1994. " **Employee** training may be
the
key to prevention of sexual harassment", in Labor Law Journal
(Chicago...

Vance, Ruth C. 1993. "Workers' compensation and sexual harassment in
the
workplace: A remedy for **employees** or a shield for employers?", in
Hofstra
Labor Law Journal (Hempstead, NY), Vol. 11, No...

6/3,K/13 (Item 13 from file: 15)
DIALOG(R)File 15:ABI/Inform(R)
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01182986 98-32381

The politics of pay

Gupta, Nina; Jenkins, G Douglas Jr

Compensation & Benefits Review v28n2 PP: 23-30 Mar/Apr 1996

ISSN: 0886-3687 JRNL CODE: CPR

WORD COUNT: 4537

...ABSTRACT: on internal or external considerations, and 4. timing of
assessments and reassessments. Besides political factors, **employees**
also

use whatever avenues possible within the system to maximize their own
games. Among the...

...TEXT: system to be effective.

Pay is arguably the most important reward an organization offers its employees . Payroll is also among the biggest costs for an organization.
Because pay is so important...

...to achieve their objectives (presumably the recruitment and retention of high-performing individuals) and that employees tailor their behaviors to maximize their monetary rewards. However, this ideal of integrating individual and...organizational convenience and necessity rather than political game playing. But is it?

The scheduling of employee classifications and market surveys can be political. For instance, despite questionable legality, reclassifications can be...

...Base Pay Decisions

The base pay structure is a political matter to some degree, but employees also use whatever avenues possible within the system to maximize their own gains. People can...
...one's own interests are furthered. Data or information can be manipulated in several ways.

Employees generally know that higher-evaluated jobs are paid more than lower-evaluated jobs. Just as employees under piece-rate systems often change their work methods during time and motion studies, people...

...be described as central; trivial (but time-consuming) aspects of the job can be downplayed. Employees ' reports, which provide critical data for job evaluations, are thus distorted for political reasons.

This...

...knowledge that others also try to game the system to achieve their ends.
An honest employee providing an honest evaluation is likely to be overshadowed by those who exaggerate. In the...

...game, the latter are rewarded while the former may be punished.
Soon,
most worldly-wise employees see it in their interests to point grab, thereby eroding the utility and quality of...

...consuming) tasks because "they're not in my job description." These rigid bureaucratic behaviors enable employees to attain their own ends while playing strictly by the rules of the organization.

Strategic...Subordinates

Recent research has highlighted the importance of the interdependence between supervisors and subordinates in pay allocations.⁶ Supervisors are dependent on their subordinates in many ways. A subordinate may possess...

...on the subordinate. When supervisors perceive such dependence, they are more responsive to demands for pay raises. For instance, a supervisor may have two subordinates threatening to leave unless they get substantial pay raises. Both are good performers, but one is considered more valuable than the other. Most supervisors would give a bigger raise to the more valuable subordinate and risk the other quitting. This is a political decision, quite distinct from a merit decision, about the size of pay raises for either subordinate.

Location of Supervisors in the Organizational Hierarchy

Research indicates that nothing...Personality characteristics and negotiation styles

* Selection of jobs and assignments

Personality Characteristics and Negotiation Styles

Employees have many personality and stylistic characteristics that are irrelevant to their ability to do a...

...political influences.

Using Political Dynamics for Improvement

Measure and reward all major job aspects. Because employees concentrate on those aspects of their jobs that are rewarded, all critical aspects of the...

...to an appraisal period, an ongoing performance appraisal system would encourage continuous high performance.

* Involve employees in compensation decisions. Research shows that people accept a compensation system better if they participate in its development and implementation. Moreover employees, more than anyone else, know the ways that the system can be "milked" to their advantage. Employee

involvement in compensation decisions will most likely increase the use of politics for the organization...C.O. Longenecker, H.P Sims, & D.A. Gioia, "Behind the Mask: The Politics of Employee Appraisal," Academy of Management Executive, Vol. 1, Number 3, 1987, pp. 183-193.

6. K...

6/3,K/14 (Item 14 from file: 15)
DIALOG(R) File 15:ABI/Inform(R)
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01509310 01-60298
Good help is hard to find ... and keep
Anonymous
American Printer v219n6 PP: 11 Sep 1997
ISSN: 0744-6616 JRNL CODE: APR
WORD COUNT: 263

...DESCRIPTORS: **Employees**
...TEXT: to come and prepress shops will be competing with practically every other industry for skilled **employees** .

Here's how some prepress firms plan to retain their best and brightest:

Compensation-The most popular **employee** retention strategy is built on competitive benefits and pay-and regularly reviewing these policies.

Environment-Reducing stress, providing flexible scheduling and other **employeefriendly** programs can help foster the type of working atmosphere that contributes to **employee** loyalty.

Training-Training **employees** across new technologies and providing opportunities for advancement are two ways to show **employees** they have a future with your company. Also, if your shop is state-of-the-art, your **employees** won't fear that they are falling behind in their professions.

According to the report...

...using all of these strategies, or at least a combination of them.
For example, competitive **compensation** is often combined with training and state-of-the-art facilities to minimize the **risk** of **employees** leaving shortly after completing their training. The widespread use of these strategies helps explain why less than one-third of the companies we surveyed have lost a key prepress **employee** over the past 12 months."

(Graph Omitted)

Captioned as: STRATEGIES FOR KEEPING KEY PREPRESS PERSONNEL

6/3,K/15 (Item 15 from file: 148)
DIALOG(R) File 148:Gale Group Trade & Industry DB
(c)2005 The Gale Group. All rts. reserv.

09844105 SUPPLIER NUMBER: 19948032 (USE FORMAT 7 OR 9 FOR FULL
TEXT)

Good help is hard to find...and keep. (shortage of personnel with
digital,

sales and customer-service skills in the printing industry)

American Printer, v219, n6, p11(1)

Sep, 1997

ISSN: 0744-6616 LANGUAGE: English RECORD TYPE: Fulltext;

Abstract

WORD COUNT: 601 LINE COUNT: 00051

...ABSTRACT: industry will have to compete with other industries for
skilled help. Prepress shops can improve **employee** retention by
periodically reviewing compensation policies to ensure that their
compensation packages are competitive. Providing a less stressful
working

environment will also build **employee** loyalty.

... to come and prepress shops will be competing with practically
every

other industry for skilled **employees** .

Here's how some prepress firms plan to retain their best and
brightest:

Compensation - The most popular **employee** retention strategy is
built

on competitive benefits and pay - and regularly reviewing these
policies.

Environment - Reducing stress, providing flexible scheduling and
other

employee -friendly programs can help foster the type of working
atmosphere

that contributes to **employee** loyalty.

Training - Training **employees** across new technologies and
providing

opportunities for advancement are two ways to show **employees** they
have a

future with your company. Also, if your shop is state-of-the-art, your
employees won't fear that they are falling behind in their
professions.

According to the report...

...compensation is often combined with training and state-of-the-art
facilities to minimize the **risk** of **employees** leaving shortly
after

completing their training. The widespread use of these strategies helps
explain why less than one-third of the companies we surveyed have lost
a

key prepress **employee** over the past 12 months."

MARKET BOOSTS PRINTERS' PROFITS

So far, so good. That's...

...from 25 percent last year to 24.8 percent in 1997.

In 1997, sales per **employee** averaged \$108,955 for all firms and

\$113,876 for Profit Leaders, those firms in the top 25 percent of profitability. The average payroll per **employee** stood at \$41,254.

By region, the Pacific Northwest - Alaska, Hawaii, Northern California, Northeastern Nevada...

...DESCRIPTORS: **Employee** retention...

... **Employees** --

6/3,K/16 (Item 16 from file: 15)

DIALOG(R) File 15:ABI/Inform(R)

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01654880 03-05870

A measure of success

Cullen, David

Fleet Owner v93n6 PP: 36-43 Jun 1998

ISSN: 1070-194X JRNL CODE: FOW

WORD COUNT: 2503

...TEXT: it through.

There's a theory behind this giveand-take that certain fleets hope will **pay** off over the long haul. By marrying their fortunes to a fleet's goals, these...

...are less likely to contribute to "churn" than company drivers and casual owner-operators, who **risk** little upon **leaving** .

But offering a business partnership in lieu of a marriage of convenience only marks the...

...fleet should be willing to invest in its own operation, its local community, and its **employees** . We don't want to become dependent on owner-operators. That's the difference between...eight trucks. Their drivers go through the same orientation all our operators do, but remain **employees** of the contractors who have leased to us. And most of these small fleets are...

6/3,K/17 (Item 17 from file: 15)

DIALOG(R) File 15:ABI/Inform(R)

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01821880 04-72871

1999: The Money 100

Wang, Penelope; Rose, Sarah A; Regnier, Pat; Zweig, Jason; et al

Money v28n6 PP: 83-120 Jun 1999

ISSN: 0149-4953 JRNL CODE: MON

WORD COUNT: 5757

...TEXT: brutal bear market. But at no-load fund family Janus, where

Craig
became the 12th **employee** in 1983, the manager of the \$27 billion
flagship
Janus Fund has proved that his...

...more of its business to its high-- margin truck line. Marsico is
also
willing to **risk leaving** some money on the table by dumping a winner
before big problems emerge. Take Dell...

...500 by 20 percentage points over the past year, that seems a small
price
to **pay** for a little bit of caution. -P.R.

Sidebar:

(Photograph Omitted)
(...

6/3,K/18 (Item 18 from file: 148)
DIALOG(R)File 148:Gale Group Trade & Industry DB
(c)2005 The Gale Group. All rts. reserv.

11713011 SUPPLIER NUMBER: 58467319 (USE FORMAT 7 OR 9 FOR FULL
TEXT)
Oracle Seizes the Future with Retention Training.(Brief Article)
Workforce, 78, 12, 88
Dec, 1999
DOCUMENT TYPE: Brief Article ISSN: 1092-8332 LANGUAGE:
English
RECORD TYPE: Fulltext
WORD COUNT: 564 LINE COUNT: 00050

High-tech **employees** increasingly stay with a company only a
year or
two before moving on to greener...

...of training time, lost opportunity and actual dollars-- generally
1.5 to
3 times the **employee** 's annual salary, depending upon the position.
Not
surprisingly, enterprise software firm Oracle Corporation decided to
minimize the chances that its own highly skilled **employees** would join
the
throngs of job-hopping individuals.

However, managers can't take preemptive actions to retain key
employees unless they can determine who is most likely to leave and
can
identify the early warning signs. Clearly, Oracle needed a training
program
to help managers identify factors contributing to **employee** attrition,
identify individuals' likelihood of leaving and develop an action plan
to
retain those individuals...

...program "Retaining Top Talent," developed by Integral Training

Systems,
a Behavioral Technology Partner.

Identify why **employees** leave and why they stay.

"Retaining Top Talent" is a strategic-planning workshop that
includes

...

...with their direct reports to gain feedback on management behavior as
they relate to training **employees** . The management assessment
"identifies
early warning signs," explains Don Kraft, senior consultant in the
management...

...who may be at risk of leaving. In a workshop, managers identify
their
top three **employees** and their risk of leaving, based on such things
as
job security, working conditions, benefits, **salary** and the extent to
which they believe those factors motivate specific individuals. Later,
managers talk with the **employees** themselves to ensure their own
perceptions are accurate. "When they identify key **employees** ' risks of
leaving, a lot of managers are surprised," he adds. Next, managers
examine
themselves...

...COMPANY NAMES: Officials and **employees**

...DESCRIPTORS: Officials and **employees** ; ...

... **Employee** retention

6/3,K/19 (Item 19 from file: 16)

DIALOG(R)File 16:Gale Group PROMT(R)

(c) 2005 The Gale Group. All rts. reserv.

08599066 Supplier Number: 67409037 (USE FORMAT 7 FOR FULLTEXT)

ANALYZE THIS Worker's Compensation Losses.

Mahoney, Daniel

Risk Management, v47, n11, p43

Nov, 2000

Language: English Record Type: Fulltext

Document Type: Magazine/Journal; Trade

Word Count: 1262

(USE FORMAT 7 FOR FULLTEXT)

TEXT:

Worker's **compensation** costs add up quickly, **leaving** **risk**
managers

wondering: Where did all this expense come from? How can we reel it in?

... identify accident trends across a period of time. The
information

highlights the work activities, locations, **employees** , equipment,
materials and environmental conditions most commonly associated with
accidents, and serves as a basis...

...location covering the current and past two calendar years; the total
hours worked for all **employees** ; and the average number of **employees**

The total hours worked should include both salaried and hourly **employees** , but not weekends (unless the **employees** work weekends), vacation, sick leave, holidays or any other non-work time, even if **employees** were paid for it. If the location only keeps records of the hours paid or if **employees** are not paid by the hour, an estimate will suffice.

This data is then input...

...rates.

Incident Rate =

Number of Cases x 200,000 hours/Total Hours Worked by All

Employees

Severity Rate =

Number of Lost Time Cases x 200,000 hours/Total Hours Worked by

All

Employees

The resulting frequency and severity rates should be compared to the

BLS rates for the medical treatment.

WC Indemnity

Wages the **employee** receives for lost time from work.

Paid

Benefits paid for medical treatment or lost wages...

6/3,K/20 (Item 20 from file: 15)

DIALOG(R) File 15:ABI/Inform(R)

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02096148 65268284

Retaining valued employees

McNally, J Stephen

Pennsylvania CPA Journal v71n4 PP: 24-28 Winter 2000

ISSN: 0746-1062 JRNL CODE: PCP

WORD COUNT: 1785

Retaining valued employees

...ABSTRACT: let alone finding and retaining high-potential talent. Recommendations on how to successfully retain valued **employees** are presented, including: 1. successful recruiting, 2. identifying risk of leaving , and 3. designing a compensation program.

...TEXT: human resource executives.2

To be successful, your company needs to attract and develop talented **employees** who can achieve high performance and productivity. More importantly, you must keep you valued **employees** committed to and focused

on the company's goals through appropriate compensation and by using various retention tools. The following represents recommendations on how to

successfully retain your valued **employees** .

Build a Solid Foundation

The foundation for a successful retention program is successful recruiting.
Successful...

...managers from [the] external market, all too often the corporate 'immune' system attacks them." Current employees who are jealous or resistant to change will often undermine a new hire's authority...

...of peer and subordinate relationships and facilitate development of political savvy.

One recent trend in employee orientation is "on-- boarding," a two-month process that gradually and methodically introduces new hires...

...As competition for high-potential talent intensifies, companies must go beyond simply recognizing that their employees are important assets. They must also develop an early warning system to identify those at...

...defection, you need to determine what is driving the exodus. Valuable sources of information include employee surveys, employee reviews, mentor or manager feedback, local economic trends and headhunter activity. In addition, one of...

...interview.

To make exit interviews more insightful, probe to determine the root cause behind an employee 's departure so that appropriate corrective action can be taken. For example, an employee may initially state that his reason for leaving is lack of career opportunity. Upon further discussion, however, the employee may clarify that his supervisor blocked several transfers and/or promotions for fear that the employee 's loss would negatively affect the supervisor's own performance.

Design A Top-Notch Compensation Program

Armed with knowledge about which groups of your employees are most at risk, you can intervene before they leave. The challenge is to design a compensation program that rewards your valued employees without encouraging unproductive workers to remain. Here are some suggestions:

Compensation - In order to maintain valued employees , their salaries should be competitive with or exceed local market and/or industry averages. Although...benefits (health care and retirement plans) should not be underestimated.

Empowerment - Although compensation is critical, employees rated it behind "chance to use skills on job" and "trust in senior leadership"

as
the key drivers behind their company loyalty.' Empowerment entails
encouraging employee risk-taking and avoiding micro-management. It is
defining clear expectations with measurable goals and...

...provide constructive feedback and agree upon new priorities.

Career Opportunity, Development and Growth - Give your employees the
tools they need to develop and succeed, and reward them for their
excellence.

Encourage employees to participate in development and training
programs
or offer them tuition reimbursement to earn a...

...enhanced network and access to the company's internal expertise.
Finally, make sure that valued employees have well defined career
paths
and are promoted in a timely fashion.

Work-Life Balance...

...find a balance between their career and their personal life.

Companies

that support their valued employees in this quest will be rewarded
with

higher retention. To encourage balance, offer flextime, compressed...

...addition, you could offer day care services or an on-site fitness
center. Finally, reward employees by allowing them to bring their
significant other on business trips, to company dinners or...

...when conditions of employment, benefits, key policies and job
responsibilities are discussed. Throughout their careers, employees
want

timely feedback and reviews, insight into their career path options,
the
chance to learn...

...opportunities to build their network. lo,

Other Creative Measures - Most companies cannot afford to offer
employees

everything, but there are many creative ideas that could make the
difference in enticing potential hires to join or valued employees to
stay. For example, some companies offer wardrobe allowances to recent
graduates in addition to...

...companies have business casual Fridays or allow business casual
dress

every day. Finally, recognize valued employees with awards, special
premiums or tickets to sporting events.

Conclusion

The pool of high-performance talent is shrinking while the demand for
this
talent is increasing. Retaining your valued employees will likely

become
a prerequisite for corporate survival. The foundation for a successful
retention program...

...looking for early warning signs that often lead to defection.

Finally,
give your most valued **employees** the best opportunities, coaching and
rewards, knowing that the key to your company's success...

...cash awards, equity incentives or stock options)

Maintain competitive health care and retirement plans

Empower **Employees**

Encourage risk taking and personal responsibility
Avoid micro-management

Clearly define expectations and set measurable...

...participation in development and training programs

Offer tuition reimbursement

Develop a formal mentoring program

Help **Employees** Achieve Work-Life Balance

Offer flextime, compressed time, floating holidays and vacation carry-
over

Offer day care services and/or

an on-site fitness center

Encourage **employees** to bring a

significant other to corporate functions
Communicate From The Start

Clearly define conditions of employment, key policies and job
responsibilities

Keep **employees** informed about the organizations vision and strategic
plans

Provide **employees** with timely feedback and reviews

Find Creative Compensation Measures

Offer wardrobe allowances

Give first-time home buyers help with a down payment

Recognize valued **employees** with awards, premiums or tickets to
sporting
events

1"Will The Economy Heat Up In...

6/3,K/21 (Item 21 from file: 15)
DIALOG(R)File 15:ABI/Inform(R)
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02091426 63681282
Analyze this: Worker's compensation losses
Mahoney, Daniel
Risk Management v47n11 PP: 43-46 Nov 2000
ISSN: 0035-5593 JRNL CODE: RMT
WORD COUNT: 975

TEXT: Workers' **compensation** costs add up quickly, **leaving** **risk** managers wondering: Where did all this expense come from? How can we reel it in...

...identify accident trends across a period of time. The information highlights the work activities, locations, **employees**, equipment, materials and environmental conditions most commonly associated with accidents, and serves as a basis...

...location covering the current and past two calendar years; the total hours worked for all **employees**; and the average number of **employees**.

Glossary
When Performing a Loss Analysis

The total hours worked should include both salaried and hourly **employees**, but not weekends (unless the **employees** work weekends), vacation, sick leave, holidays or any other nonwork time, even if **employees** were paid for it. If the location only keeps records of the hours paid or if **employees** are not paid by the hour, an estimate will suffice.

This data is then input...

6/3,K/22 (Item 22 from file: 148)
DIALOG(R)File 148:Gale Group Trade & Industry DB
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13398913 SUPPLIER NUMBER: 71268346 (USE FORMAT 7 OR 9 FOR FULL TEXT)

WHAT WORKS AMONG ACTIVE LABOUR MARKET POLICIES: EVIDENCE FROM OECD COUNTRIES' EXPERIENCES.

Martin, John P.
OECD Economic Studies, 79
Wntr, 2000

ISSN: 0255-0822 LANGUAGE: English RECORD TYPE: Fulltext
WORD COUNT: 12329 LINE COUNT: 01220

... disadvantaged youths, but they must be sustained. This should include steps to reduce early school- **leaving** targeted on at- **risk** students combined with policies to ensure that they leave the schooling system equipped with basic...force; OECD Labour Force Statistics for data on unemployment; OECD The Tax/Benefit Position of **Employees** for APW earnings.

Participant inflows to
active labour market
programmes, 1986-97
Percentage of the...

6/3,K/23 (Item 23 from file: 148)
DIALOG(R)File 148:Gale Group Trade & Industry DB
(c)2005 The Gale Group. All rts. reserv.

13035119 SUPPLIER NUMBER: 67409037 (USE FORMAT 7 OR 9 FOR FULL TEXT)

ANALYZE THIS Worker's Compensation Losses.

Mahoney, Daniel

Risk Management, 47, 11, 43

Nov, 2000

ISSN: 0035-5593

LANGUAGE: English

RECORD TYPE: Fulltext

WORD COUNT: 1262

LINE COUNT: 00117

TEXT:

Worker's compensation costs add up quickly, **leaving risk0** managers wondering: Where did all this expense come from? How can we reel it in? ... identify accident trends across a period of time. The information highlights the work activities, locations, **employees**, equipment, materials and environmental conditions most commonly associated with accidents, and serves as a basis...

...location covering the current and past two calendar years; the total hours worked for all **employees**; and the average number of **employees**

The total hours worked should include both salaried and hourly **employees**, but not weekends (unless the **employees** work weekends), vacation, sick leave, holidays or any other non-work time, even if **employees** were paid for it. If the location only keeps records of the hours paid or if **employees** are not paid by the hour, an estimate will suffice.

This data is then input...

...rates.

Incident Rate =

Number of Cases x 200,000 hours/Total Hours Worked by All

Employees

Severity Rate =

Number of Lost Time Cases x 200,000 hours/Total Hours Worked by

All

Employees

The resulting frequency and severity rates should be compared to the

BLS rates for the medical treatment.

WC Indemnity Wages the **employee** receives for lost
time from work.

Paid Benefits paid for medical treatment
or lost wages...

6/3,K/24 (Item 24 from file: 20)

DIALOG(R)File 20:Dialog Global Reporter

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11243243 (USE FORMAT 7 OR 9 FOR FULLTEXT)

Risk management: Discipline with many faces

Michael Sinjorgo

JAKARTA POST, p5

May 27, 2000

JOURNAL CODE: FJKP LANGUAGE: English RECORD TYPE: FULLTEXT

WORD COUNT: 814

(USE FORMAT 7 OR 9 FOR FULLTEXT)

... How risks are managed has a direct impact on everyone dealing
with

a company: clients, **employees** , creditors, owners, suppliers
and
neighbors.

... banking.

In other countries this discipline considers all risks:
theft,
destruction, political risk, cash, environment, **employee** health,
product
liabilities, professional liabilities, weather, etc.

Very sophisticated financial and electronic tools have been...

... the need to react positively to the ever- increasing
demands of

better-educated consumers and **employees** .

They hired and trained **employees** to handle all aspects of
their
risks, rather than contracting to commission driven marketing people...

...take the initiative and make the necessary steps. No business can
afford

to pay for **risk** protection **leaving** some of the most damaging
risks

exposed, while providing too expensive a protection for the...

6/3,K/25 (Item 25 from file: 15)

DIALOG(R)File 15:ABI/Inform(R)

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02157469 72012468

Reward yourself--with fringe benefits

Battersby, Mark E

Agency Sales v31n5 PP: 27-28 May 2001

ISSN: 0749-2332 JRNL CODE: AGE
WORD COUNT: 1497

DESCRIPTORS: **Employee** benefits...

...ABSTRACT: claimed and documented, can give any sales business owner many advantages not enjoyed by regular **employees** . Unfortunately, many business owners are often tempted to go too far.
...TEXT: subject of benefits is sure to arise.

On the one hand, attracting and retaining good **employees** in this economic climate is difficult. Offering a competitive wage is rarely an adequate worker...

...their local business community. And, if the sales agency or business is going to reward **employees** , why deny yourself the benefits you are offering your **employees** - the same benefits you would expect if you rejoin the working class?

Many surveys have...

...an incorporated business in amounts that exceed the reasonable needs of that operation.

Rather than **pay** the double-tax on dividends or **risk** leaving too much money in the business, many agency owners attempt to take the profits from their business in the form of **compensation** .

Remember, regardless of the amount, the amount you pay yourself may be viewed as "excessive..."

...owner, you have the freedom to offer any fringe benefit that you like to your **employees** . Many owners find that offering some unusual, special benefits can help them improve their **employees** ' job satisfaction. Simply by tailoring the fringe benefit to the workforce, costs are kept in...

...the rewards are greater.

Almost any property or service provided by an employer to an **employee** as compensation for the **employee** 's performance of services is considered to be a "fringe benefit." Generally, **employees** must pay payroll taxes on the value of any fringe benefits you provide in their...

...of his compensation.

While you generally must treat fringe benefits as being part of your **employee** 's taxable wages, there are certain fringe benefits that are excepted from this rule. The...

...is that you can still take a business deduction for their cost even though your **employees** (or you) don't have to pay tax on them. Among nontaxable fringe benefits are...

...calls on the business phone and anything else that costs an employer nothing extra;

qualified **employee** discounts;

working-condition fringe benefits, would include uniforms, aprons, special tools required by the job...

...the office copier; and

qualified transportation fringe benefits such as where an employer sends an **employee** home in a cab after working late or provides carfare to an **employee** required to fill in at different locations.

Under our tax rules, many other "fringe benefits...

...at least to the extent that they are used for personal purposes. In general, an **employee** - even an **employee** of his or her own independent sales business - is required to include in his or...

...by some other provision of the tax law.

One personal benefit that many employers provide **employees** - and themselves - is insurance. The sales operation's **employee** (or owner) is required to include the cost (or what the IRS says the cost...

...to \$50,000 in life insurance are tax-free to the business's owner and **employees** and tax deductible by the sales agency or business.

The Benefits

One of the reasons...vacation, sick leave and personal time off.

Caveat: Be Fair

Any sales agency that offers **employees** - or the owner - an **employee** welfare benefit plan, such as health insurance or a retirement plan, must be fair. It is illegal to discriminate in favor of the operation's owners, its key **employees** or any group of **employees** . In fact, the **Employee Retirement Income Security Act (ERISA)** is a federal law that affects the administrative aspects of **employee** benefit and retirement plans.

Under ERISA, a welfare plan is any plan, program or fund...

...covered under the plan, you would not, of course, be subject to ERISA because no **employees** would be covered under the plan. However, even though your plan may not cover any **employees**, it must still satisfy all of the applicable requirements of the tax laws in order to qualify for **employee** benefit tax breaks. Foremost of which is that you shall not discriminate.

If your sales operation has 20 or more **employees**, you are subject to another law, this one the Consolidated Omnibus Budget Reconciliation Act of 1985, better known as COBRA. COBRA requires employers to offer **employees** and their dependents who would otherwise lose benefit protection the option of continuing to have group health care plan coverage after they have been terminated, had their hours reduced, the **employee**'s death - or your business's bankruptcy.

That's right, benefits, at least for those with 20 or more **employees**, may be forever (or at least 18, 29 or 36 months) under COBRA. Getting Caught...

...claimed and documented, can give any sales business owner many advantages not enjoyed by regular **employees**. Unfortunately, many business owners are often tempted to go too far and that's where...

6/3,K/26 (Item 26 from file: 20)
DIALOG(R)File 20:Dialog Global Reporter
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19470099 (USE FORMAT 7 OR 9 FOR FULLTEXT)
SEC Files Lawsuit against Paoli, Pa., Man for Defrauding Investors
Joseph N. DiStefano
KRTBN KNIGHT-RIDDER TRIBUNE BUSINESS NEWS (PHILADELPHIA
INQUIRER -
PENNSYLVANIA)
October 24, 2001
JOURNAL CODE: KPIN LANGUAGE: English RECORD TYPE: FULLTEXT
WORD COUNT: 479

(USE FORMAT 7 OR 9 FOR FULLTEXT)

... does not allege that Bentley's clients lost any of the money they invested.

An **employee** at the Leopard Road office of Bentley's firms referred questions to attorney Erich T...

... the rates he promised if it wasn't for a steady flow of new investments
-- **leaving** his clients at **risk** of losing their money if his business faltered.

The SEC also complained that Bentley and...

6/3,K/27 (Item 27 from file: 20)
DIALOG(R)File 20:Dialog Global Reporter
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19227626 (USE FORMAT 7 OR 9 FOR FULLTEXT)
Railtrack plans in disarray as Robinson refuses Byers' offer
Michael Harrison Business Editor
INDEPENDENT
October 10, 2001
JOURNAL CODE: FIND LANGUAGE: English RECORD TYPE: FULLTEXT
WORD COUNT: 537

(USE FORMAT 7 OR 9 FOR FULLTEXT)

... the plug on the company last Friday, leaving shareholders at risk of receiving nothing in **compensation**. Railtrack's chief executive Steve Marshall resigned on Monday, describing the Government's behaviour as...

... known as a scrip dividend. These shares may now be worthless. Around 11,000 Railtrack **employees**, who own 4.2 million shares, also face the complete loss of their investment.
Meanwhile...

6/3,K/28 (Item 28 from file: 813)
DIALOG(R)File 813:PR Newswire
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0442768 NY047
HIAA PROPOSES 7-POINT PROGRAM TO REFORM NEW YORK HEALTH CARE INSURANCE PROCEDURES

DATE: February 6, 1992 11:40 EST WORD COUNT: 1,192

...receive health care policies from their carrier of choice, whether or not some of their **employees** are ill or judged likely to become ill. Higher-risk individuals who are part of...

...but not when you consider that less affluent 20-year-olds would be forced to **pay** the

same rates as wealthier people over 60. Moreover, premiums for a significant number of are insuring all of the best- **risk** subscribers and **leaving** Empire only with high-risk policyholders -- "the charge is bogus." Using Empire's own figures... ?

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\$0.00 0.227 DialUnits FileHomeBase
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\$0.02 TELNET
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DIALOG(R)File 15:ABI/Inform(R)
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The politics of pay
Gupta, Nina; Jenkins, G Douglas Jr
Compensation & Benefits Review v28n2 PP: 23-30 Mar/Apr 1996
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(CN=United States); 2500 (CN=Organizational behavior)

ABSTRACT: A demonstration is presented showing that designing and
administering pay systems are largely political matters, and that power
and
politics play as significant a role as, if not a more significant role
than, motivational, mechanistic, and other factors in determining how,
to
whom, and how much pay is allocated. A 4-step process is usually used
to
set base pay. Each step is intended to ensure that compensation
decisions
are rational and achieve organizational objectives. However, this
theoretical ideal is compromised when subjective biases and political
pressures creep into the decision making process. Political
considerations
enter into base compensation decisions in many ways, including: 1.
choice
of compensable factors and subfactors, 2. choice of compensation

decision makers, 3. emphasis on internal or external considerations, and 4. timing of assessments and reassessments. Besides political factors, employees also use whatever avenues possible within the system to maximize their own games. Among the ways people play games with the base pay system include:

1. data manipulation, 2. bureaucratic behaviors, and 3. strategic behaviors. Although it is unlikely that political dynamics can be completely eliminated from an organization, sensitivity to them can enhance the rational use of compensation to promote organizational effectiveness.

TEXT: Headnote: Who gets what is often a matter of who is the better game player than of who really deserves more pay. You cannot overlook political dynamics if you want your company's compensation system to be effective.

Pay is arguably the most important reward an organization offers its employees. Payroll is also among the biggest costs for an organization. Because pay is so important to both individuals and organizations, it is reasonable to assume that it is administered in a rational manner--that organizations use pay to achieve their objectives (presumably the recruitment and retention of high-performing individuals) and that employees tailor their behaviors to maximize their monetary rewards. However, this ideal of integrating individual and organizational goals is rarely achieved in practice. When pay systems don't work, people usually blame the failure on logistical and mechanical difficulties in design (job evaluations are obsolete, the raise pool is too small, performance appraisal forms are deficient, etc.). Such explanations assume that people are inclined to behave rationally and that, given the right tools, people will behave rationally.

This article demonstrates that designing and administering pay systems are largely political matters, and that power and politics play as significant a role as, if not a more significant role than, motivational, mechanistic, and other factors in determining how, to whom, and how much pay is allocated. We see that politics and game-playing thrive among both organizational decisionmakers and individual pay recipients, and that who gets what is often more a matter of who is the better game player than of who really deserves more pay. This article discusses the political dynamics

of both base pay and incentive pay decisions, addressing each decision from the perspective of the organization and of the individual.

Organizational Politics in Base Pay Decisions

Setting base pay is usually a four-step process. Compensation specialists do the following:

1. Use job evaluation to determine the relative internal worth of jobs.
2. Use market surveys to assess the relative external worth of jobs.
3. Integrate data from these two sources to create pay rates and rate ranges.
4. Use the process to place workers within the pay structure.

Each step is intended to ensure that compensation decisions are rational and achieve organizational objectives. However, this theoretical ideal is compromised when subjective biases and political pressures creep into the decisionmaking process. Political considerations enter into base compensation decisions in many ways, including the following:

- * Choice of compensable factors and subfactors
- * Choice of compensation decisionmakers
- * Choice of sources of external compensation information
- * Emphasis on internal or external considerations
- * Timing of assessments and reassessments

Choice of Compensable Factors and Subfactors

Compensation experts generally agree that base pay is affected by the traditional factors of skill, effort, responsibility, and working conditions. But when these factors are broken down further, political dynamics can come into play. For instance, companies often give subfactors prevalent in male-intensive occupations (such as heavy lifting) greater weight than those prevalent in female-intensive occupations (such as caregiving).¹ Likewise, companies often give education a lot of weight in job evaluation, not necessarily because it is so important for a particular job but because of its political and social desirability.² Thus, we see that the choice of subfactors can be a matter of political convenience, stereotypes, and biases rather than rational compensation decisions.

Sometimes, preserving the status quo is itself a matter of political expediency. We know how to operate and succeed in a traditional system, and innovations upset the "apple cart." To preserve the status quo, then, an

innovative job evaluation system may be rejected because it does not conform to the existing compensation structure.

Choice of Compensation Decisionmakers

Who actually conducts job evaluations in the organization? Who gathers market data? Compensation decisions are generally made by committees. Ostensibly, these committees represent a vertical and horizontal cross-section of the workforce, with power being distributed evenly among committee members. There are at least two problems here. First, the selection of specific job evaluation committee members can be politically motivated. Members may be picked for their personality characteristics (e.g., who talks loudly or who is weak enough to be overruled) rather than for their knowledge, expertise, objectivity, and representativeness. Second, members of relatively low-power constituencies (e.g., production workers and clerks) may feel intimidated and impotent when confronted with opposition from members of relatively high-power constituencies (e.g., vice presidents and managers).

Through the make-up of the compensation committees and through the interpersonal and political dynamics within these committees, then, it is easy to manipulate job evaluation, market, and other information.

Choice of Sources of External Compensation Information

Just as the choice of compensation decisionmakers can be used to achieve political ends, so can choices about sources of external compensation information. The selection of firms to be included in a wage and salary survey necessarily influences the results of that survey. A satellite facility wanting to put pressure on the home office for a payroll increase might include only the higherpaying firms in its area wage survey. If managers do not want to have to justify lower-than-market wage rates, they can easily structure their survey population to include primarily below-market employers and pay the average rate among these employers. Systematically including or excluding large employers can have a marked and often predictable impact on the survey's results. In short, the market represents no more than what the compensation decisionmakers deem the market to be.

Because it is rare that all jobs in a firm are taken to the market for pricing, the choice of benchmark jobs can also be political. Including jobs for which there is excess demand in the labor market will increase the elevation of the wage curve and/or alter its slope. Including jobs for which there is excess supply in the labor pool will lower the wage curve.

Compensation administrators can meet their political objectives by the judicious selection of jobs to be priced.

Emphasis on Internal vs. External Considerations

The fact that internal and external equity are emphasized in compensation determination is itself political. Internal equity has certainly not been considered critical through the decades; it received prominence only after the growth of popularity of the human relations movement. Likewise, a free market economy dictates attention to the external market. But beyond these basic politics, the relative emphasis on internal versus external equity often underscores other political dynamics.

When information obtained from internal and external assessments of jobs through job evaluations and market surveys is consistent, assembling pay rates and rate ranges is straightforward. But when the two are out of kilter, that is, when market data do not support the internal ranking of jobs, political factors can come into play. Faced with inconsistent data, what do compensation decisionmakers do? Chances are, they use political considerations to give greater weight to one or another source of information. The controversy over the comparable worth of jobs suggests that the balance tips in favor of the external market, and that companies are willing to create internal inequities in their desire to respond to market wage rates. Why? Probably, this is so in part because political pressures make it more palatable to go with the market than to "buck" the system and push for internal equity.

The point is not to debate the merits of comparable worth per se; rather, the comparable worth issue illustrates how easily rational data can be sacrificed for political expediency. There is a notable absence of tools or rules of thumb that allow decisionmakers to reconcile conflicting internal and external information. This absence in and of itself suggests that people want political leeway in compensation decisionmaking.

Timing of Assessments and Reassessments

Job evaluations and market surveys are supposedly scheduled events, occurring independently of the specific day-to-day activities in an organization. Their timing is a matter of organizational convenience and necessity rather than political game playing. But is it?

The scheduling of employee classifications and market surveys can be political. For instance, despite questionable legality, reclassifications can be initiated in response to a threatened or actual charge of sex discrimination. A not-too-hidden message in this case may be that troublemakers will be demoted or downgraded. Alternatively, the message may be that the troublemakers are "bought off." Reclassifications and market assessments sometimes coincide with rumors of union-organizing drives. This may be a threat or a bribe. The timing of data collection in these instances suggests that compensation decisions become political carrots or political sticks, not attempts to preserve internal or external equity in pay.

Reclassifications may be avoided to suit political ends as well. A department "secretary" who is really doing "administrative assistant" work probably should be reclassified. But to classify one department secretary as an administrative assistant and leave the remaining department secretaries as secretaries would probably cause turmoil, not only among secretaries but among other department heads as well. So the issue becomes one of who it is more politically expedient to alienate-the department head and the secretary in one department, or department heads and secretaries in all the other departments? We quickly move from rational compensation decisions (is the individual doing secretarial or administrative assistant work?) to political decisions (will we get into more trouble/get greater benefits by preserving or upsetting the status quo?).

Individual Politics in Base Pay Decisions

The base pay structure is a political matter to some degree, but employees also use whatever avenues possible within the system to maximize their own gains. People can play games with the base pay system in many ways, including:

- * Data manipulation
- * Bureaucratic behaviors
- * Strategic behaviors

Data Manipulation

One way to game the base compensation system is to manipulate the information going into the system so that one's own interests are furthered. Data or information can be manipulated in several ways.

Employees generally know that higher-evaluated jobs are paid more than lower-evaluated jobs. Just as employees under piece-rate systems often change their work methods during time and motion studies, people can work

differently when job evaluators are present than when they are not.

Tasks

requiring more skill, effort, or responsibility are highlighted during the evaluation period.

Another way to have higher job evaluation scores is to exaggerate the amount of skill, effort, and responsibility the job entails. The "action"

verbs used to describe various job activities can be chosen carefully to

sound impressive; tangential activities can be described as central; trivial (but time-consuming) aspects of the job can be downplayed.

Employees' reports, which provide critical data for job evaluations, are

thus distorted for political reasons.

This "point-grabbing" tendency³ jeopardizes the accuracy of job evaluation

data. It stems from the all-too-human need to maximize rewards and status.

It is exacerbated by the knowledge that others also try to game the system

to achieve their ends. An honest employee providing an honest evaluation is

likely to be overshadowed by those who exaggerate. In the political game,

the latter are rewarded while the former may be punished. Soon, most worldly-wise employees see it in their interests to point grab, thereby eroding the utility and quality of job evaluation data.

Bureaucratic Behaviors

A base compensation system founded on job evaluations pays people for the

things they do. This encourages a bureaucratic mind-set with rigid adherence to rules and job descriptions. It becomes politically astute to

complete the duties listed in job descriptions but to bypass important but

onerous (or time-consuming) tasks because "they're not in my job description." These rigid bureaucratic behaviors⁴ enable employees to attain their own ends while playing strictly by the rules of the organization.

Strategic Behaviors

A job evaluation-based compensation system typically associates higher pay

with higher positions in the organizational ladder. The path to greater financial success and power is through promotions. A systematic base compensation structure by no means ensures the promotion and advancement of

the "right" people. People seek higherlevel jobs, not because of their intrinsic interest in the jobs but as a way to get more money and control over greater resources. Anecdotes abound about the games people play to get promotions. These games are inherent in systems that tie pay strictly to hierarchical position.

Strategic behaviors can also be seen in the ways people position themselves when job classifications and reclassifications are due--they can load themselves up with responsibilities, they can make sure that they are visible doing "important" tasks, and so on. The jobs may be reclassified, ensuring individual gains without necessarily improving organizational functioning.

Organizational Politics in Incentive Pay Decisions

Political influences on base compensation are tame when compared to political influences on incentive compensation. More than any other stated compensation objective, political influences affect the size of incentive compensation that each subordinate receives. These influences may be exacerbated when pay decisions are kept secret because the decisions need not be publicly defensible.

The literature has generally ignored the political behaviors of organizations and compensation decisionmakers in the design and implementation of incentive compensation. Political behavior has critical implications for organizational effectiveness, yet we typically proceed on the assumption that the right system mechanics and the right training will enable supervisors and other compensation decisionmakers to make organizationally functional incentive compensation decisions. However, for incentive systems to be effective, we must explore the political dynamics inherent in their design and use (see sidebar, page 28). There are four important issues:

- * Consequences for supervisors
- * Interdependence of supervisors and subordinates
- * Location of supervisors in the organizational hierarchy
- * Timing of pay raises

Consequences for Supervisors

Supervisors know that low performance appraisals will alienate

subordinates, and they are careful to avoid alienating subordinates they need. Supervisors alter performance appraisals, not to reflect subordinate performance but to ensure that critical subordinates are happy.⁵ If political considerations affect performance appraisals, how much more crucial are they likely to be with compensation decisions? Money is a basic "bread-andbutter" issue, and people have profound reactions to pay raises. A supervisor's fears of resistance and of dysfunctional behaviors among subordinates are likely to be much stronger with pay raises than performance appraisals.

Just as supervisors consider the effects of low raises, they also think of the impact of high raises on subordinates. A particularly valuable subordinate must be given appraisals and raises large enough to keep him/her happy and satisfied but not large enough that he/she is promoted or otherwise moved out of the supervisor's department. By contrast, a subordinate who performs well but is somehow disliked may invite decisions that hasten his/her departure from the department or organization.

Some subordinates have better political connections within the company than others. A wellknown truism is that you don't punish the boss's nephew. Subordinates who are politically, socially, and familially connected inside and outside the organization, who carry clout, and who can hurt the supervisor in some way are likely to receive a larger share of the merit pie than their performance might warrant.

Budget allocations in an organization are often historical matters. On the one hand, a supervisor who shepherds the budget prudently, saving money for the organization, might find his/her budget slashed because he/she does not "need" so much money. On the other hand, a supervisor who always uses up his/her entire budget may receive larger budget allocations in the future because of his/her greater "need." Therefore, supervisors keep in mind the most politically astute way of making pay allocation decisions, distributing incentive money on the basis of strategic rather than rational considerations.

Supervisors often experience pressures from "higher-ups" to allocate pay in certain ways. For instance, an organization may be ostensibly committed to a merit-pay system. This can mean that supervisors who make large pay

raise
differentiations across subordinates are viewed as being more sensitive to
organizational dictates than are supervisors who make smaller differentiations. Regardless of whether subordinates' performance levels
warrant differentiations, then, supervisors are forced to make artificial
distinctions to achieve political recognition.

In short, how supervisors allocate pay raises has implications for them in
terms of subordinate reactions and in terms of their own organizational survival and success. Only a remarkably idealistic (and probably foolish)
supervisor would ignore these realities in order to make true merit allocations. In most instances, political dynamics are part and parcel of
merit and other incentive pay decisions.
Interdependence of Supervisors and Subordinates

Recent research has highlighted the importance of the interdependence between supervisors and subordinates in pay allocations.⁶ Supervisors are
dependent on their subordinates in many ways. A subordinate may possess a
skill that is critical to department success. Time pressures may increase
the dependence of the supervisor on the subordinate. When supervisors perceive such dependence, they are more responsive to demands for pay raises. For instance, a supervisor may have two subordinates threatening to
leave unless they get substantial pay raises. Both are good performers, but
one is considered more valuable than the other. Most supervisors would give
a bigger raise to the more valuable subordinate and risk the other quitting. This is a political decision, quite distinct from a merit decision, about the size of pay raises for either subordinate.

Location of Supervisors in the Organizational Hierarchy

Research indicates that nothing succeeds like success. All things being equal, those higher in the organization get larger pay raises. A supervisor's position in the organizational structure affects not only his/her own pay raise but also his/her ability to allocate large pay raises to subordinates.⁷ In this sense, organizational position, rather than the
relative worth of a department, determines the size of the compensation pie
available to a supervisor for pay raises. Supervisors must vie for higher
organizational positions to increase their power and their share of resources. To the extent that making organizationally desirable pay allocations enhances such power, these decisions will be politically motivated.

Timing of Pay Raises

Just as the timing of base pay decisions is sometimes politically motivated, so is the timing of incentive compensation allocations. Influenceable subordinates may be given pay raises when rumors of unionization are in the wind. Subordinates may be given pay raises to keep them "quiet"--i.e., to keep them from blowing the whistle on questionable ethical or illegal practices. Subordinates may be given raises just before hard work is required on a major project. Subordinates may be given pay raises to preclude discrimination litigation. Many of these practices may be unethical at best and illegal at worst, but nonetheless they exist.

Pay raises may also be used to achieve shortterm gains. The squeaky wheel is oiled in the interests of expediency, no matter whether the overall compensation structure and the longterm organizational objectives are sacrificed in the process.

Individual Politics in Incentive Compensation Decisions

Just as people play games to manipulate base compensation decisions to their advantage, so do they also play games to obtain as large a share of incentive compensation as possible. Individual politics in pay decisions are well recognized and well accepted. Still, it is important to highlight two dynamics:

- * Personality characteristics and negotiation styles
- * Selection of jobs and assignments

Personality Characteristics and Negotiation Styles

Employees have many personality and stylistic characteristics that are irrelevant to their ability to do a good job but that nonetheless affect the size of pay raises. Assertive subordinates get larger raises than others; men get larger raises than women; subordinates with better impression management styles get larger raises.⁸ People who behave in marginally ethical ways, people who are willing to take credit for others' work, people who blow their own horns, people who are sycophants, and so on, often create good surface impressions. Supervisors evaluate them more highly than they do subordinates who concentrate on their work and ignore organizational politics, that is, who overlook the power of impression management. Politically astute subordinates manage their impressions well;

politically naive subordinates concentrate on work to the exclusion of impressions.

A subordinate's negotiation style may also affect the size of his/her pay raise. When negotiating pay raises, subordinates who are too confrontational or too docile are ineffective. Subordinates who blend the right amounts of servility and assertiveness, however, get the pay raises they seek. Although salary negotiation styles should be irrelevant to job performance, supervisors are not omniscient information processors. Subordinates who manipulate information about themselves better are thus seen as more effective subordinates and eligible for bigger rewards than those who ignore the style implications of information.

Selection of Jobs and Assignments

Some job assignments have higher visibility than others; some job assignments carry more weight than others; some job assignments have greater potential for success and recognition than others. Subordinates seeking to maximize their financial and political gain gravitate toward high-visibility assignments. Some assignments are thankless; these tend to be relegated to "worker bee" subordinates who lack political prowess.

Choice of high-visibility assignments is particularly likely to occur immediately prior to scheduled pay allocation decisions. Subordinates, particularly politically astute subordinates, are familiar with recency effects in performance appraisals and pay allocations. They ensure that their supervisors, and their supervisors' supervisors, take note of the "great work" they are doing before any pay raise decisions are made.

Conclusion

This article highlights the many ways in which pay decisions can be politically motivated and politically determined. It is unlikely that political dynamics can be completely eliminated from an organization. Sensitivity to them, however, can enhance the rational use of compensation to promote organizational effectiveness. It is important to focus not only on the mechanical details of how pay systems are structured but also on the social and political context of compensation decisions. Organizations are often surprised at how poorly their compensation systems work in achieving desired organizational objectives. Their response to these failures, however, often focuses on structural revisions of the system. They usually do not attend to the sociopolitical and motivational aspects that are so critical to who gets what and why.

Comprehensive analyses of political dynamics, and careful attention to overcoming their negative effects, are necessary for effective compensation practices. Political behaviors are not irrational. Rather, political behaviors make sense, and it is incumbent upon the prudent organization to harness these political energies to its advantage. It is better for political factors to work "for" the organization than to work "against" it.

Sidebar: Recommendations for Change Political pressures are rampant in compensation decisionmaking. However, once we recognize the fact that there really is no way to eliminate politics completely, we can use political dynamics to improve organizational functioning and do many things to neutralize detrimental political influences.

Using Political Dynamics for Improvement

Measure and reward all major job aspects. Because employees concentrate on those aspects of their jobs that are rewarded, all critical aspects of the job should be included in performance appraisals and merit-pay decisions.

Use multiple sources of performance data. Exclusive reliance on a supervisor's performance appraisal maximizes political tendencies, but performance data can be obtained from many sources (e.g., performance records, peers, subordinates, and clients). If people try to "look good" across all these data sources, chances are they will be performing effectively overall.

- * Monitor performance continuously. Because people try to show high performance levels close to an appraisal period, an ongoing performance appraisal system would encourage continuous high performance.

- * Involve employees in compensation decisions. Research shows that people accept a compensation system better if they participate in its development and implementation. Moreover employees, more than anyone else, know the ways that the system can be "milked" to their advantage. Employee involvement in compensation decisions will most likely increase the use of politics for the organization's benefit (rather than detriment).

Neutralizing Detrimental Political Dynamics

- * Design decision rules ahead of time. Political influences are more likely when base compensation decisions are made on an ad hoc basis. Rules about benchmarks, job evaluation specifics, guidelines about resolving inconsistencies between external and internal data, the timing of compensation decisions, and so on, should be deliberated, addressed,

and
resolved before the fact rather than as problems arise. In this way,
the
integrity of relative inter

nal worth, market data, and indeed the compensation structure itself is
preserved.

* Make clear that compensation decisions are important. Organizational
rewards and sanctions are typically independent of how well supervisors
do
performance appraisals and how systematically they handle incentive
compensation. For the most part, supervisors see these chores as
irrelevant
paperwork that takes time away from the duties for which they are
rewarded.
If a compensation system is to function effectively, supervisors must
see
as much value in making good compensation decisions as they do in
making
sure that they look good on the "bottom line."

* Highlight the systemic nature of compensation decisions. For
compensation
to be used effectively, the entire organizational hierarchy must take
it
seriously This means that, from the chief executive officer on down,
the
importance of compensation must be emphasized, just as the importance
of
organizational profits and performance is.

* Reconcile policies and actions. Companies often send different
messages
through their written policies than they do in the actions of
supervisors
and managers. More than likely, subordinates will attend to the actual
rather than the formal messages. Actions, therefore, must be consistent
with written policy; if they are not, written policies will be ignored
in
favor of politics.

* Use checks and balances. Politics come into play partly because
people
are not held strictly accountable for their pay and pay raise
decisions. A
system of checks and balances, where decisions must be evaluated and
approved by multiple people, may reduce this problem.

Make decisions public. The more closely information is guarded, the
more
likely it is that political biases will affect compensation decisions.
The
more information is available publicly and the more people who know
what
the decisions are and why they are made, the less the potential for
political contamination.

For politics to play a positive role in compensation decisions, constant vigilance is necessary. Technical tools are readily available to ensure that people have the ability to make functional compensation decisions. What is needed in addition are structures and systems to ensure that people have the motivation to do so as well.

Footnote: Endnotes

1. See, for example, R.D. Arvey, "Sex Bias in Job Evaluation Procedures," Personnel Psychology, Vol. 39, 1986, pp. 315-335.

2. N. Gupta & G.D. Jenkins, "Practical Problems in Using Job Evaluation Systems to

Determine Compensation," Human Resource Management Review, Vol. 1, 1991, pp. 133-144.

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5. C.O. Longenecker, H.P. Sims, & D.A. Gioia, "Behind the Mask: The Politics of Employee Appraisal," Academy of Management Executive, Vol. 1, Number 3, 1987, pp. 183-193.

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7. See R.L. Heneman, Merit Pay. Addison-Wesley, Reading, MA, 1992.

8. See, for example, G.R. Ferris, G.S. Russ, & P.M. Fandt, "Politics in Organizations," in R.A. Giacalone & P. Rosenfeld (Eds.), Impression Management in the Organization, Erlbaum, Hillsdale, NJ, 1989.

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Retaining valued employees

McNally, J Stephen

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(CN=Human resource planning)

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ABSTRACT: Whether setting cost targets for product development, allocating funding to the sales force, performing due diligence or redefining a company's strategic plan, people make it happen. Employers are having unprecedented difficulty filling open positions, let alone finding and retaining high-potential talent. Recommendations on how to successfully retain valued employees are presented, including: 1. successful recruiting, 2. identifying risk of leaving, and 3. designing a compensation program.

TEXT: Talent is the key to winning! Whether setting cost targets for product development, allocating funding to the sales force, performing due diligence or redefining a company's strategic plan, people make it happen. But, according to Business Week, the robust U.S. economy continues to drive a record low national unemployment rate (ranging from 3.9 percent to 4.1 percent) and a record high percent-age of employed Americans (currently around 65 percent).¹ Employers are having unprecedented difficulty filling open positions, let alone finding and retaining high-potential talent.

The squeeze will intensify as the need for talent among traditional companies competes with new demands from Internet and high technology firms. According to a study by William M. Mercer Companies LLC, the shrinking talent pool is one of the top five global business concerns among both line and human resource executives.²

To be successful, your company needs to attract and develop talented employees who can achieve high performance and productivity. More

importantly, you must keep you valued employees committed to and focused on the company's goals through appropriate compensation and by using various retention tools. The following represents recommendations on how to successfully retain your valued employees.

Build a Solid Foundation

The foundation for a successful retention program is successful recruiting. Successful recruiting requires that you know your company's culture and its human resource needs. First, analyze your company's organizational competence, its collective individual talent and its strategic direction. Use that information to identify gaps that must be filled with new recruits. For example, if a company's strategy is to acquire high-growth, niche players in its industry but it lacks prior experience, recruitment efforts should focus on hiring financial professionals with due diligence and related merger and acquisition skills.

Before holding interviews, prepare a carefully defined job description including major responsibilities, required skills and other expectations. Then, during the interview, probe deeply into the candidate's background for specific examples and experiences to ensure that he or she is technically qualified. For example, a candidate may indicate on her resume that she was controller for a major systems project. Upon closer scrutiny, however, she may clarify that her sole responsibility was to process invoices and summarize financial results reported by the corporate controlling group.

In addition to having the proper skill-sets, make sure the candidate is a good fit in terms of personality, work ethic and general business acumen. Many companies use a cross-functional team to interview candidates for a critical position. For example, when recruiting for a brand finance director, the human resources team can assess personality, peers in brand finance can assess work ethic, brand marketers can assess general business acumen and the CFO can assess promotability.

In addition, you could use group interviews or formal personality assessments to identify the necessary traits. Finally, you should allow recruits to assess their own fit by providing them with realistic expectations about workload, responsibilities, corporate culture and potential organizational changes. For example, the brand finance

candidate
should know if 70-hour weeks are the norm and/or if the brand will
likely
be divested in a few months.

Once a candidate has been hired, the first few months are critical.
When
companies "hire managers from [the] external market, all too often the
corporate 'immune' system attacks them." Current employees who are
jealous
or resistant to change will often undermine a new hire's authority. To
increase acceptance of new hires, you should clearly define role
expectations, facilitate the building of peer and subordinate
relationships
and facilitate development of political savvy.

One recent trend in employee orientation is "on-- boarding," a two-
month
process that gradually and methodically introduces new hires to the
company
in four phases.⁴ During the first two phases, the new hire focuses on
establishing a personal network within the company and gaining
familiarity
with operations through training, rotations and shadowing experiences.
During the final two phases, the new hire gradually assumes his or her
responsibilities, first synthesizing what was learned and then applying
this new knowledge.

Develop An Early Warning System

As competition for high-potential talent intensifies, companies must go
beyond simply recognizing that their employees are important assets.
They
must also develop an early warning system to identify those at risk of
leaving. If your company tracks retention statistics in the aggregate
only,
however, you may not recognize a potential problem. Significant
retention
problems within a particular sub-group (e.g., 25 percent turnover among
recent MBA hires) may be hidden by positive aggregate trends (e.g.,
company-wide turnover of only five percent). By analyzing retention
data
for subgroups based on ethnicity, gender, geography, function,
organizational level, current performance, assessed potential, etc.,
you
can easily identify at-risk groups.

After identifying that a sub-group has high rates of defection, you
need to
determine what is driving the exodus. Valuable sources of information
include employee surveys, employee reviews, mentor or manager feedback,
local economic trends and headhunter activity. In addition, one of the
most
logical, but often untapped, sources of data is the exit interview.

To make exit interviews more insightful, probe to determine the root
cause

behind an employee's departure so that appropriate corrective action can be taken. For example, an employee may initially state that his reason for leaving is lack of career opportunity. Upon further discussion, however, the employee may clarify that his supervisor blocked several transfers and/or promotions for fear that the employee's loss would negatively affect the supervisor's own performance.

Design A Top-Notch Compensation Program

Armed with knowledge about which groups of your employees are most at risk, you can intervene before they leave. The challenge is to design a compensation program that rewards your valued employees without encouraging unproductive workers to remain. Here are some suggestions:

Compensation - In order to maintain valued employees, their salaries should be competitive with or exceed local market and/or industry averages. Although salary is key, the importance of performance-based bonuses (cash awards, equity incentives and stock options) and other traditional benefits (health care and retirement plans) should not be underestimated.

Empowerment - Although compensation is critical, employees rated it behind "chance to use skills on job" and "trust in senior leadership" as the key drivers behind their company loyalty.' Empowerment entails encouraging employee risk-taking and avoiding micro-management. It is defining clear expectations with measurable goals and then emphasizing individual responsibility and accountability. Empowerment also includes taking time to celebrate accomplishments, provide constructive feedback and agree upon new priorities.

Career Opportunity, Development and Growth - Give your employees the tools they need to develop and succeed, and reward them for their excellence. Encourage employees to participate in development and training programs or offer them tuition reimbursement to earn a higher degree consistent with their career goals. In addition, offer them a formal mentoring program, giving them an advocate, a sounding board for ideas or concerns, an enhanced network and access to the company's internal expertise. Finally, make sure that valued employees have well defined career paths and are promoted in a timely fashion.

Work-Life Balance - Many are struggling to find a balance between their career and their personal life. Companies that support their valued

employees in this quest will be rewarded with higher retention. To encourage balance, offer flextime, compressed time, floating holidays, vacation carry-over, job-sharing or part-time work. In addition, you could offer day care services or an on-site fitness center. Finally, reward employees by allowing them to bring their significant other on business trips, to company dinners or to other corporate functions.

Communication - One of the most cost effective retention tools is communication. Being kept informed about the company's vision, strategic plans, financial results, recent acquisitions and other important issues can be very motivational. Good communication begins during a new hire's orientation when conditions of employment, benefits, key policies and job responsibilities are discussed. Throughout their careers, employees want timely feedback and reviews, insight into their career path options, the chance to learn from peers and mentors, and opportunities to build their network.

Other Creative Measures - Most companies cannot afford to offer employees everything, but there are many creative ideas that could make the difference in enticing potential hires to join or valued employees to stay. For example, some companies offer wardrobe allowances to recent graduates in addition to signing bonuses, which are now considered mandatory. Some assist first-time homebuyers in making their down payment and help those working around-the-clock by offering maid and concierge services. Many other companies have business casual Fridays or allow business casual dress every day. Finally, recognize valued employees with awards, special premiums or tickets to sporting events.

Conclusion

The pool of high-performance talent is shrinking while the demand for this talent is increasing. Retaining your valued employees will likely become a prerequisite for corporate survival. The foundation for a successful retention program begins with recruitment, hiring individuals with the right skills, personality and work ethic and then giving those new hires the opportunity to succeed during their critical first months. Building on this solid foundation, you should carefully track the high-performers,

looking for early warning signs that often lead to defection. Finally, give your most valued employees the best opportunities, coaching and rewards, knowing that the key to your company's success is their retention.

What Makes A Top-Notch Compensation Package?

Offer Competitive Compensation

Salaries should match or exceed the local market and/or industry average

Offer performance-based bonuses (cash awards, equity incentives or stock options)

Maintain competitive health care and retirement plans

Empower Employees

Encourage risk taking and personal responsibility
Avoid micro-management

Clearly define expectations and set measurable goals

Provide Opportunities For Career Development and Growth

Encourage participation in development and training programs

Offer tuition reimbursement

Develop a formal mentoring program

Help Employees Achieve Work-Life Balance

Offer flextime, compressed time, floating holidays and vacation carry-over

Offer day care services and/or

an on-site fitness center

Encourage employees to bring a significant other to corporate functions

Communicate From The Start

Clearly define conditions of employment, key policies and job responsibilities

Keep employees informed about the organizations vision and strategic plans

Provide employees with timely feedback and reviews

Find Creative Compensation Measures

Offer wardrobe allowances

Give first-time home buyers help with a down payment

Recognize valued employees with awards, premiums or tickets to sporting events

1"Will The Economy Heat Up In The Winter", Business Week, 9/18/2000, p.37.

2"Transforming the HR Function for Global Business Success", The Conference

Board, Inc. Report No. 1209-98-RR, 1998, p.7.

3"Forced Outside: Leadership Talent Sourcing & Retention ", Corporate Leadership Council, 1998, p.24.

4"Forced Outside: Leadership Talent Sourcing & Retention ", Corporate Leadership Council, 1998, p. 171.

5"Recruiting Retention & Returns ", by George Donnelly, CFO, March 2000, p.74.

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TEXT:

A Behavioral Technology partner sends warning signs of
resignations.

High-tech employees increasingly stay with a company only a year
or
two before moving on to greener pastures. It's a trend that has cost
the
high-tech industry a lot in terms of training time, lost opportunity
and
actual dollars-- generally 1.5 to 3 times the employee's annual salary,
depending upon the position. Not surprisingly, enterprise software firm
Oracle Corporation decided to minimize the chances that its own highly
skilled employees would join the throngs of job-hopping individuals.

However, managers can't take preemptive actions to retain key
employees unless they can determine who is most likely to leave and can
identify the early warning signs. Clearly, Oracle needed a training
program
to help managers identify factors contributing to employee attrition,
identify individuals' likelihood of leaving and develop an action plan
to
retain those individuals. Rather than develop a retention training
program
internally, in late 1998 Oracle implemented the program "Retaining Top
Talent," developed by Integral Training Systems, a Behavioral
Technology
Partner.

Identify why employees leave and why they stay.

"Retaining Top Talent" is a strategic-planning workshop that includes retention skills assessment. Managers complete the assessment along with their direct reports to gain feedback on management behavior as they relate to training employees. The management assessment "identifies early warning signs," explains Don Kraft, senior consultant in the management development department.

Retaining Top Talent's purpose isn't just to identify why people leave, but also to identify why people stay. "We had conversations with senior managers about what's happening in their groups, and included HR experts, data from similar groups and from the computer industry," Kraft says. He incorporated that information into the existing program for a high degree of customization. "Retaining Top Talent isn't an off-the-shelf program," Kraft says. They also provided information in terms used at Oracle, so managers would feel it was relevant to attend.

Oracle has learned valuable lessons about retention.

Customization is the keyword throughout the Integral Training Systems program. "The course revolves around the action plan," Kraft says, that is tailored to Oracle's high-tech environment and to each individual who may be at risk of leaving. In a workshop, managers identify their top three employees and their risk of leaving, based on such things as job security, working conditions, benefits, salary and the extent to which they believe those factors motivate specific individuals. Later, managers talk with the employees themselves to ensure their own perceptions are accurate. "When they identify key employees' risks of leaving, a lot of managers are surprised," he adds. Next, managers examine themselves, based on 72 managerial behaviors that are related to retention, identified by Integral Training Systems. The course also examines how attrition affects the team, the business, the stock price and other aspects of Oracle.

Oracle's measurement and reinforcement phase is just beginning, but anecdotal reports indicate the Integral Training Systems program appears to be successful. In surveys immediately after the workshops, managers rated the course contents an outstanding 4.5 on a 1 to 5 scale, says Kraft. Attendees estimated they knew 47 percent more about retention strategies after the workshop than they knew before.

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